

*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Mr. Kirkpatrick

DATE: 5 February 1963

FROM :

SUBJECT:

Kirk:

I think your paper  
is well-reasoned. Agree  
that Manpower Review &  
Budget should be separated.  
Ask  to set up the meeting

Attached is a slightly verbose paper on manpower which argues that present planning by the Comptroller for a Manpower Officer may be establishing this new position in such a way that it will only touch the edges of our most serious manpower problems.

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The paper is over-stated in places and may have inaccuracies. But it may be useful in deciding exactly what we want to do in the manpower area.

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MEMORANDUM FOR THE DIRECTOR

VIA : Deputy Director of Central Intelligence

SUBJECT : Manpower Survey

REFERENCE: DDCI Memorandum of 14 July 1962, subject: Manpower Review (attachment A); Follow-On Action to Manpower Review Task Force Report (attachment B); Summary of Manpower Review Recommendations (attachment C); CIA Personnel Ceilings (attachment D).

1. The status of work on the Manpower Review is as follows:

a. The Financial Policy and Budget Committee is taking action as indicated in paragraph 2 of attachment B. In this regard each of the Deputies will shortly provide the Committee with comments on the part of the Review that effects their office.

b. Attachment C is a summary of the principal recommendations made by the Task Force. Although certain recommendations are already being acted upon, such as a review of NIS production, it is my feeling that it would be a mistake to act on most of the specific recommendations until the Deputies have submitted their reports and the Financial Policy and Budget Committee can make a preliminary determination on what action should be followed. In cases where there is a serious concern about the soundness of a recommendation, I suggest that they be referred to the Executive Committee by the Financial Policy and Budget Committee. ✓

2. As the Financial Policy and Budget Committee continues to review the paper, certain statistics are suggesting the need for further investigation. This analysis will stimulate questions that need positive answers from the various components of the Agency. ✓

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downgrading and  
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
3. There is another aspect of this report which calls for careful consideration by you and the DDCI. This is the problem of the Agency taking on new tasks and dropping marginal work that is over-burdening Agency assets. This problem might be considered in the USIB concept since it seems to make little sense, from a U.S. Government point of view, for the Agency to cut back on manpower and responsibilities while other less efficient intelligence producers are expanding. Therefore, I believe that the Agency Manpower Survey will take on much meaning after we have some positive reaction to the USIB "Analysis of Foreign Intelligence Plans and Programs for FY-1964". ✓

4. The "Plans and Programs" paper lacks data on the money and manpower involved in the various activities listed. This, of course, limits its value as an instrument for management planning. Since in many respects Secretary McNamara, with his vast empire, is up against the same problems you encounter as Chairman of USIB, it might be worthwhile suggesting to him that representatives of the Comptroller's offices of DOD and CIA work together to exchange data on resources in intelligence collection. We might develop much useful information at this level.

5. This Survey points out the need for a more thorough study on how we can increase, over a period of years, the efficiency of our manpower by training. There are several studies now under way which will throw considerable light on this whole problem, and I will keep you advised of progress along these lines.

6. The Survey indicates certain specific recommendations that the Inspector General can look into. It also raises questions about norms and standards for which the Inspector General should seek answers on a continuing basis.

7. I believe the general comments and conclusions of the Task Force, as summarized in paragraph 3 of attachment B, are valid and that they lead to no dramatic conclusions or point out any startling courses of action for reducing Agency personnel. Attachment D (the Comptroller's paper on CIA Ceilings) bears this out. I do think, however, that the review is an extremely valuable document in that it raises questions which the Financial Policy and Budget Committee and the Executive Committee can focus on. But I don't think we can divorce it from the "Plans and Programs" paper, because they touch on such inter-related problems.

 Seymour B. Kirkpatrick  
Executive Director

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